
Length 5 days

Change Management Certifications:

Foundation and Practitioners

Overview:

This course is a combination of two certification programs into one five day course. It will provide practical knowledge on Change Management techniques and the Foundation and Practitioner certification (two certifications, two exams).

Getting the Basics

During the first three days of this program you will examine various Change Management techniques and explore which could be effectively implemented in your organization. The structured approach helps you understand how you deal with change as an individual, as a member of a team or organization, and as a leader. The program design explores the impact that change has on these four major areas:

- Individual Change
- Team Change

- Organization Change

- Leadership and Change

It will prepare you for the APMG Change Management Foundation exam that will be taken at the end of the third day.

Going Beyond the Basics

You will examine the application of various Change Management techniques in different contexts. The last two days of the course focuses on understanding of how to apply and tailor Change Management guidance in a given organizational change situation. A successful Practitioner candidate should, with suitable direction, be able to start applying the Change Management approaches and techniques to a real change initiative; however they may not be sufficiently skilled to do this appropriately for all situations. Their individual Change Management expertise, complexity of the change initiative and the support provided for the use of Change

Management approaches in their work environment will all be factors that impact what the Practitioner can achieve.

This course also prepares you for the APMG Change Management Practitioner exam that will be taken at the end of the fifth day. Given that a primary course goal is to achieve both the Foundations and Practitioner Certification, the course text book will be provided in advance of the program so the participant may begin studying. In addition, daily homework/ assignments (minimum of 2 hours a night), and practice quizzes will be provided.

Learning Objectives:

- Participants will learn:
- Explore the dynamics of effective change work
- Understand how individuals learn and why many may resist change
- Enable teams to work together
- Understand various approaches to plan, implement, and sustain organizational change
- Assess the appropriate leadership style to best impact the organization
- Offer relevant insights in discussions about how to prepare for change, including factors which will increase the probability of a successful outcome
- Help identify individual learning issues affecting change, suggest learning activities appropriate to different individual learning styles, and evaluate the roles in the change process of feedback, coaching and action learning
- Recognize early signs of resistance to change and propose actions to mitigate it
- Identify the impact of individual personality types on responses to change and on team relationships, and to suggest positive ways to make use of such diversity
- Support a range of types of teams with insights which will help achieve team effectiveness, including an appropriate role for facilitation of team meetings and processes
- Recognize the development level of a team and help its leaders to respond appropriately
- Offer an appropriate process framework to help plan or understand any particular organizational change
- Identify issues facing change leaders and offer insights to help them adapt their leadership style and approach to be appropriate to the situation
- Support the mapping of stakeholders around a change process and help develop ways to build and maintain stakeholder engagement.
- Performance Focus
 - Developing team dynamics
 - Assessing organizational change readiness
 - Leading organizational change
- Preparing and writing of two exams during the 5 day course (Foundation and Practitioner exam).

Audience:

Who should attend this program?

- Those wishing to achieve Change Management Foundation and Practitioner Certification
- Those in any role including leading, managing, or supporting the change initiative
- Those working in organizations where a change initiative is being planned or taking place
- Intermediate/Advanced Change Management specialists
- Those who have successfully completed the Foundation exam and would like to achieve Change Management Practitioner Certification
- Anyone in a role that involves leading, managing, or supporting the change initiative, particularly for those working in organizations wherein a change initiative is being planned or taking place

Prerequisites:

Strong understand of Change Management concepts, in order for the participant to take day 4 and 5 of the program they must successfully pass the APMG Change Management Foundation exam with a pass rate of 50% or higher.

Content Outline:

Getting Started

- Introductions

- Course structure
- Course goals and objectives

Introduction to Change Management

- Introductions
- Course structure
- Course goals and objectives

Focusing on the Individual and Change

- How people learn
- Four approaches to individual change
- Personality and change – familiarization with MBTI
- Resistance to change
- How managers and change agents help others, including the GROW coaching model

Team Dynamics for Successful Change

- Why we need teams
- Types of teams
- Team effectiveness
- Team Change
- Leadership in team change
- How individuals affect team dynamics

Assessing Organizational Change Readiness

- Morgan's four key metaphors for change
- Three different approaches to Organization Change
- The dynamics of change

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Leading Change

- Linking leadership and organizational metaphors
- Different types of leadership
- Leadership roles in the change process
- Deploying SIMSCoM 5-step process: Stakeholder Identification, Mapping, Strategy, Communication, and Management
- Constructing an effective AIDA framework for stakeholders: Attention, Interest, Desire, and Action
- Achieving positive outcomes from potential conflict

APMG Change Management Foundation Exam Preparation

- Review of and practice with APMG sample questions and test papers

APMG Change Management Foundation Exam:

The exam is taken and marked (provisionally) within the course

About the Change Management Foundation Exam

- 1 hour closed-book exam
- 60 multiple-choice style questions, with 15 questions on each change area
- 30 marks required (out of 60 available)

to pass – 50%

Passing the Change Management Foundation-level exam with a pass rate of 50% or higher is a prerequisite for sitting the Change Management Practitioner exam.

Brief review of Foundation Content Individual Change Practitioner

- Appropriate learning activities for individuals with different learning preferences
- How to influence different personality types
- How to coach individuals using the GROW model and supporting techniques

Team Change Practitioner

- How team effectiveness can be improved during change using:
 - Glaser and Glaser 5 elements
 - Tuckman's model of team change
 - Bion and Turquet's leadership issues
 - John Adair model

Organization Change Practitioner

- Strategic change process and how to apply the six essential characteristics
- Tools that support complex change
- Suitable approaches to manage and implement successful change

Application of Change

- Leadership approaches, roles and styles to lead change
- Overcome the pitfalls linked to the

four key organizational metaphors by adopting different types of leadership and leadership approaches

APMG Change Management Practitioner Exam Preparation

- Review of and practice with APMG sample questions and test papers

APMG Change Management Practitioner Exam

- The exam is taken and submitted to APMG for marking

About the Change Management Practitioner Exam

- 3 hour open-book exam (manual only)
- Objective Testing Exam (OTE)
multiple-choice questions
- 4 questions per paper, sub-divided into a number of parts, each being worth 20 marks available per question – all question items are worth 1 mark, with the total number of 80 marks possible per paper

Passing mark is a total of 40 or more out of a possible 80 (50%)